



Internationalization of Small and Medium Enterprises in Indian Business Incubators

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Abstract: *The purpose of this paper is to study whether business incubation can contribute to the Small and Medium Enterprises (SME) internationalization. As the main objective of BI is to increase the survival of new firms, to achieve this goal they need to support them in foreign trade for their rational growth and development which will make them to succeed in their contribution of entrepreneurship development. In this globalized environment, it is becoming necessary to do business worldwide especially, to protect the firms from resource adequacy. In this study, we analysed few empirical research related to SME internationalization with a perspective to identify the available antecedents and outcomes which would make the enterprises beneficial as well as to become sustainable in the market. While, many past studies have measured the services of incubation with various factors like network, social capital, firm's performance, funding, human resource, etc., there are very few studies that has looked into the process of internationalization of incubated firms. Hence, there is a need for review of literature in this context, to find out the consequences of BI towards internationalization and the survival of the SMEs, which is its ultimate goal. It is also useful for the researchers to build a framework with respect to the measurement of business incubation internationalization process. Finally, this review fills the existing gap in the field of internationalization of SME under business incubation.*

Keywords: *Business Incubators, Internationalization, Incubated SME, Entrepreneurship*

I. INTRODUCTION

The opportunity for internationalization is growing rapidly all over the world with modern communication system and transportation tools. Due to the shrink in domestic market, firms may tend to confront insufficiency in their growth and sustainability [1]. Nowadays, the entire world is becoming a market for every successful business where every product or service has its own complications to withstand under this fast growing economic environment.

The transformation is chiefly required to satisfy market expectation towards novelty, to overcome technological issues, to challenge resource constraints and to stabilize the sustainability of the enterprise. Conversely there are studies that have identified six important knowledge resources for small and medium sized firms influencing on transition cost economics and modern economics [2].

This was done specifically to identify the choices pertaining for market entry and diversification. The strategies that are linked with internationalization are economies of scale and scope, degree of uncertainty, asset specificity, opportunistic suppliers or buyers, legal means of protection and appropriability of tactic knowledge. However, small business requires a great deal of assistance in these contexts to do foreign trade, especially for startups it could be an immense challenge. The environment which is in the process of providing various types of assistance will be able to favor them considerably in the phenomenon of internationalization. Subsequently, existing business incubators who are performing better in creating and improving the survival of startups can possibly assist for globalization. In addition, the objective of the BI is to support companies in their innovation and internationalization schemes, primarily in the areas of industrial deterioration [3]. Considering these issues the review of literature is conducted on the basis of internationalization of small and medium enterprises. The purpose of this study is to seek the answer to the following questions: What is the need of research on internationalization of SME within the Business Incubator? Is it internationally becoming one of the factors for the success of a business incubator? The review of this study is focused on the factors influencing international business of small and medium enterprises which will probably answer the questions outstretched in this study. Eventually, it will contribute to our understanding about the process of internationalization and will discover how it determines the firm's sustainability, growth and success. The outcome of this review will be beneficial to the universities, business incubators, entrepreneurs, venture capitalist, managers and government by creating conscious about the advantage of it and to facilitate them with crucial requirements. In conclusion and recommendation the general benefits over foreign trade and necessities to fill the gap of internationalization of SMEs within business incubator is discussed.

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The objective of this paper is divided into three major parts, part one focuses on the literature of entrepreneurship development through business incubation and the list of various arms in promoting entrepreneurship by the Government of India. Part two focuses on the concept, history and success measures of business incubators. Part three is covering the literature of other SME's internationalization performance versus incubated enterprises with the empirical review based on the objective of the study.

II. LITERATURE REVIEW

A) *Entrepreneurship and Technology Business Incubation (TBI)*

Entrepreneurship, the crucial part of the sustainable and organic growth of developed, developing and in the transition economic country. To enrich entrepreneurship, incubator facilitates and accelerates the entrepreneurial culture to bring out knowledge-based and knowledge driven economy [4]. According to [3], to initialize and develop business incubator the existence of entrepreneurship culture, seed financing and business angel networks are the basic need for any country to empower the process of it. Though, business incubator and business angel networks are bridging the gap between entrepreneur and startup financing; the huge problems encountered by incubators even in developing countries is associated with seed financing, in contact with business angels and angel networks, finding out sponsors for second round financing and to integrate into the performance of business incubation. The fact underlying in the process of business incubation is to transform techno-innovation to techno-entrepreneurship. Although innovation is the foremost concept to carry out business, entrepreneur's knowledge about management skills are indispensable to confront the uncertainties in the business. Moreover, it is inadequate to create a successful product with one's knowledge alone, which would require human resource support, financial support and precise marketing skills to promote new products into the market, otherwise the greatest innovation may lead to get failure in the globalized business environment [5]. The creation of small firms is to exploit a market segment not typically supplied by larger firms, who had a usual interest with related technologies, products or market. In general, entrepreneurs are influenced to start a business because of 'pushed' frustration by a larger organization or might identify an unmet 'pulled' demand in the market, these push or pull strategy along with the desire of self-employment is vital for entrepreneurial process in the business environment, it specially impulse the business incubators to create a positive environment for the startup business [6].

B) *Various Arms in Promoting Entrepreneurs/Entrepreneurship in India*

To promote science and technology, the Government of India has established Department of Science of Technology (DST) in 1972 to organize, coordinate and integrate number of institutions and departments in order to develop entrepreneurship innovation and technology. The various arms of entrepreneurship development board are organized under Government of India are presented in terms of the incubator or accelerators are as follows.

NSTEB: National Science & Technology Entrepreneurship Development (NSTEB) Institution established under DST, to promote technology intensive and knowledge-driven enterprises. The objective of this board is to support self-employment and it acts as an advisory board for entrepreneurs. In addition to that, they are extending their wings, to frame network of support agencies and to work together with R&D in terms of Science & Technology methods. For techno-preneurs, "Technology Innovation Management & Entrepreneurship Information Service (TIME IS)" is assisting entrepreneurs in project identification, technologies, servicing with options of financial systems and making them aware about the information regarding policy environment, schemes of incentive and industrial infrastructure availability in both the central and state governments of the country.

STEDS: The Science & Technology Entrepreneurship Development Scheme (STEDS) aims to promote socioeconomic development. The objective of this scheme is to match material resources with entrepreneurs or human resources of the districts who is needed to create new enterprises and employment.

Innovation-STEDS: Innovation Science & Technology Entrepreneurship Development Scheme (I-STEDS) address the challenges and issues in an area/industry/cluster as well as to find solutions on those issues through technological interventions and innovative approaches. The program would create demonstrable opportunities for new sustainable enterprises by means of creating employment in large scale which will yield sustainable wealth creation, thereby the socio economic development of the country is achieved.

IEDC: The mission of the new generation Innovation and Entrepreneurship Development Centre (IEDC) developed to "promote knowledge based and technology-driven startups by harnessing young minds and their innovation potential in an academic environment". The development center's aim is to convert job seekers into the jobs converter by inculcate the spirit of innovation and entrepreneurship among the students, to catalyst and promote knowledge based and innovation-driven enterprises, and to encourage start-up creation through guidance and mentoring.

STEPs: Science & Technology Entrepreneurship Parks (STEPs) is an autonomous body, registered under Societies Registration Act. Likewise STEDs, STEP motive is to promote innovative enterprises through research institutions support on one hand and industries on the other. It was originated to offer a re-orientation approach to promote innovation and entrepreneurship comprising education along with training, finance, research, management and the government.

TBI: Technology Business Incubator (TBI) has been recognized worldwide as the center for technology initiatives and an institute for knowledge drive. The duration of the tenant companies in the incubation usually will be two to three years.

Their motive is to improve the survival of small and medium scale enterprises by providing infrastructure, mentoring, training, networking and equipment with laboratory facilities according to the industry type. TBI in India is largely promoting the SMEs' under these following areas:

- Information & Communication Technology (ICT)/Internet of Things (IOT)
- Agriculture and allied fields
- Healthcare
- Clean-Tech
- Water
- Services
- Energy
- Manufacturing

C) Concept of Business Incubation and Incubator

As compared to other developing nations, India has started supporting small business incubation before two decades. To develop entrepreneurship and scientific research products; along with 10,000 researchers, world largest laboratory council of industrial and scientific research center 'Entrepreneurship Development Institute on India' is established in Ahmedabad to promote small and medium scale business and to educate entrepreneurship with world class facilities [7]. For Indian entrepreneurs, finance is the major constraint for the operation of enterprises especially in traditional sector, which is confirmed by a World Bank enterprise survey of India, 2006. The pioneering instrument emerged to reduce those constraints are business incubation and venture capital. For stimulating innovation, incubators assistance is insufficient to develop the product or process and to acquire patent rights. As intangible services are more significant than tangible services, but still the developing countries are not concentrating more on those services offered by the incubator for the new startups. Even in regional business, the entrepreneurs in developing country like India, it is challenging for them create a network between the firms for their market potential development [8]. However, the four leading types of incubators have been identified [9] are public sponsored incubator whose main objective is to create job opportunity, nonprofit incubation - sponsored by the industrialist, community development organizations and commerce chambers, with a crucial motive of regional development. University oriented incubation, where the innovation and technological research are identified and developed into new products, and the final type of incubation is privately sponsored whose ultimate goal is to make profitable organization. In reality the traditional business incubators are offering real estate venture for entrepreneurs in low rent, whereas, academic incubators offers right to use a library, computing facilities, scientific and analytical equipment, to interact with faculties and in turn they can make use students as equipped employee source. But still the strength of university based incubator depends on the academic and research strength of that particular university. For example, if a university is for engineering technology than the companies selection may be based on microelectronics or material engineering [10]. Moreover, it is realized from the macroeconomic analysis [11] of incubators under NBIA membership are yielding good returns from the public investment made by business incubator's firms. Additionally, it reveals that firm's network with industry and university are

very effective to create novel firm and to generate job opportunities. Nevertheless, it is agreed that the business incubation program are very much effective in providing business assistance facilities, but rated less effective in increasing financial sources.

D) Incubator-Incubation Development in India

In 1982, the government of India has set up National Science and Technology Entrepreneurship Development Board (NSTEDB), to develop entrepreneurship through Scientist and Technologist, it is the foremost step of all present today. The ultimate goal of this board is to transform 'job seekers' into 'job creators', later on it turn out to be the foundation for the establishment of Science and Technology Entrepreneurship Parks (STEP) and Technology Business Incubators (TBI). For the period of (1982 -1990) there was an unclear vision in the development of entrepreneurship among the actors such as the scientist and technologist, the policy maker and the incubator manager. Then TBI acts as an enabling mechanism to bring altogether under one umbrella, which was initiated by NSTEDB in the year 2000, Department of Science and Technology (DST) which ties STEP programme functioning over 15 years. India's first incubator (STEP) was set up at Tiruchirappalli Regional Engineering College in 1986. As of 2016, there are 200 plus incubators are running all over India; 70 plus by Department of Science and Technology (DST), 15 plus by Department of Biotechnology (DBT), 45 plus by Department of Electronics and Information Technology (DeitY) and 75 plus by Ministry of Human Resource Development (MHRD). According to the Companies Act, 2003 corporate mandated CSR fund scheme is directly contributed for different entrepreneurship focused scheme under (i) Science and Technology Entrepreneurship Development Scheme (STEDS), (ii) Innovation and Entrepreneurship Development Centre (IEDC), (iii) Innovation - Science & Technology .Entrepreneurship Development (i-STED), (iv) Science and Technology Entrepreneurs Park (STEP) and (v) Technology Business Incubator (TBI). The establishment of incubation is not only supported by the government of India alone, it is intensely reinforced by the UN, the World Bank and the *InfoDev*, a World Bank group program which is highly involved in developing entrepreneurship around the world [8]. Apparently World Bank has lately started incubator programs through *InfoDev*, mainly focused on Information and Communication Technology (ICT). In October 2004, the 10th International Summit of Business Incubation Association organized by *InfoDev*, the World Bank and the Indian Government in New Delhi agreed a simple model of Business Incubation. That model is built with three concentric circles; the inner circle represents the business incubator environment, the physical facility where the businesses take place; which is surrounded by the various incubation processes necessary to support the startup's to gain success with their idea of new business. The outer concentric area represents the wider environment of business incubation, which is conducive for the business sustainable development and its growth.

E) Measuring the Success of Business Incubator

The motive of establishing business incubators is to decrease the failure rate, thus to increase the survival of new start-up business [9], [12]. Meanwhile, it is one of the important factors to measure the success of the incubator management [8]. The various other determinants to measure the success are managerial excellence, market know-how demand, administration support, all types of tangible and intangible services, easier access to resources and business networks. According to [13], the business incubation together with micro venture capital are providing financial support for inclusive innovation oriented firm. Whereas, social entrepreneurship together with some venture capital services providing some non-financial support also, such as constructing and testing a prototype; to commercialize the product into the market; to assist with a viable business plan and giving hands to do market research. Therefore the performance of incubation can be measured with these financial stability, job capacity and advance in the routine of incubatee status during exit [12]. Indeed, most of the studies conducted with an objective to measure incubator performance are carried out in the way of case comparative method. At the beginning, the features of the technology entrepreneurship environment where: 1. very risky in its nature, 2. the technology park management should be independent from both university executives and government officials, 3. an empowering environment relevant to entrepreneurs firm requirement, 4. a critical mass of firms be able to permit for collaborations within the technology park, 5. A shared vision among incubators' stakeholders [14]. In spite of many studies measuring critical success with contributing factors of shared services, incubator governance, tenant entry and exit criteria, facilities and location, funding and support, mentoring and networking [15], [16] of the business incubator. Whereas [17], identified three elements in their study to add into the ground theory of effective business incubation. They argued that, in every country there are some key constraints that hinder the process of incubating is almost similar. In their first principle they identified that incubator imitates market conditions to protect their infants during incubation, which would consequently intrude them to overcome market pressure after graduation and the second principle is identified as the resonating factor in funding most prevalent in India, whereas in Israel it would be experienced managerial capacity. The third principle is about the culture of a nation, the mediator between the incubator process and global business environment. When comparing to Israel's risk-favoring environment, India is lacking behind because of its history, culture and desperate risk-taking behaviour. However, differences in perceptions of success naturally translated into differences in perceived determinants of success. Hence, most of the studies were done with measuring success of incubator with the factors mentioned above, very little research was focused on the internationalization of SME in the business incubator. In the meantime, foreign trade is essential for any kind of firms to sustain in this globalized world our study focused on this concept to identify the advantages of it.

III. INTERNATIONALIZATION OF SME

Earlier, internationalization of firm is viewed in a holistic perspective [18]. Besides, the speed and purpose of

internationalization is influenced by the nature of the product, direction and practice of entrepreneur based on the type of industry. In addition, the various forces influencing the speed of internationalization at the initial phase would be the physic distance, the choice of the country accordingly to the existing demand, the technology base, and knowledge of foreign markets, network ties, entrepreneurial perception and opportunity in the globalized market environment. Furthermore, the motivating forces behind internationalization are the commitment over entrepreneurship and network ties based on size and diversity. The relaxed trade agreement polices enables the entrepreneurs to invest their knowledge and development in R&D and to discover new things with enhanced technology will also be in the part of speed to internationalization [19]. Though, the limitations of existing internationalization theories [20] are explored in terms of speed of internationalization, physic distance, entry mode range, portfolio logic, learning from experience, underestimating the stake holder's values and probably most of the theories were focused on manufacturing firms than the service oriented firms. The changes experienced by SME in the course of internationalization are interlocked with business idea of the firm; the relationship between them often reciprocal but every time the changes should be in line with the idea of the business, if required it may be reassessed [21]. The changes are addressed either internally or externally, internal changes are fairly second order changes, whereas external changes are industry level changes or shifts according to the target market. Any kind of changes at one level has an impact on every organizational function, as it is inextricably linked. Internationalization of firms with its effects on survival rate reveals that the external relationship will protect the firm from failure rather than internal relationship and moreover the SME is benefited in trading their goods by shifting to competitive dynamics [22], [23]. As the firm's survival rate is associated with internationalization of sales, it will create opportunity for SME to liable towards newness and smallness as a result of foreignness. However, this opportunity is discovered with knowledge, which is gained over previous experience in the local and foreign market or with the collected information [24]. Moreover, it had a positive impact over the performance of the firm and it has repeatedly encouraging the SME to perform foreign market trade. With this, SME's Return on Sales (ROS) may increase through exporting their own product directly or through foreign alliances. In addition, SMEs with internationalization are capable of improving their knowledge and technological skills so as to broaden their source of resources which will continuously inspire the growth and development of the firms [25]. The international opportunity development model [26] highlighted the antecedents of IE as entrepreneurial skills, entrepreneurial capability and social capabilities. They have developed five constructs as same as management functions considering firms' networks, environment, competitive advantage, entrepreneur and the general management divisions. The developed constructs to empower international business are the human resource, marketing, finance, maintenance and operations.

At this point, knowledge is discovered as experiential learning contains typically the information about technical, market, industries, consumers, political and economic forces, knowledge embedded in individuals with respect to resources, networks and institutions. This concept is interesting to discover whether competitive advantage of the firm is positively interconnected to behavior of international entrepreneurship. Consequently, home-based social network are also one of the factor to influence SME / born global internationalization mutually through inward and outward orientation. The inward orientation includes the knowledge of foreign markets and technology, utilizing FDI and adapting the developed managing skill from the foreign countries. Similar inward orientation includes antagonistic strive for global market expansion and to develop an association with foreign partners. Likewise, the underlying study [27] examined the firm's international orientation contribution is vital for the organizations' superior performance. It is disclosed with these studies that international business will increase the performance of the SME, so analyzing business incubator in the perception of this concept is necessary in order to achieve the objective of BI to increase the survival of startups.

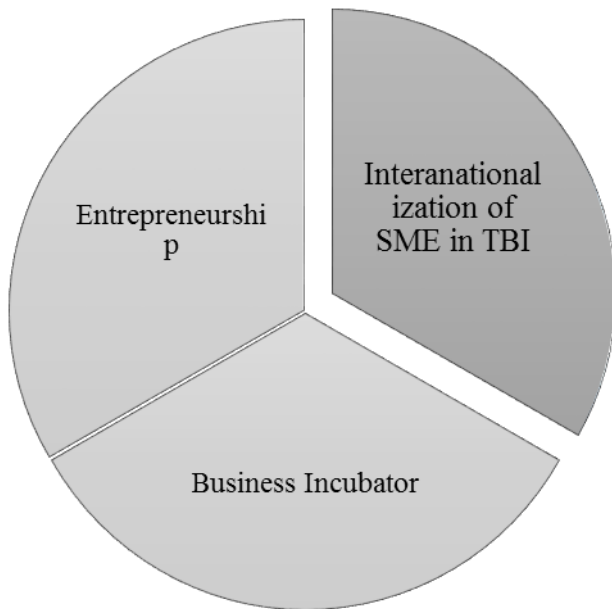


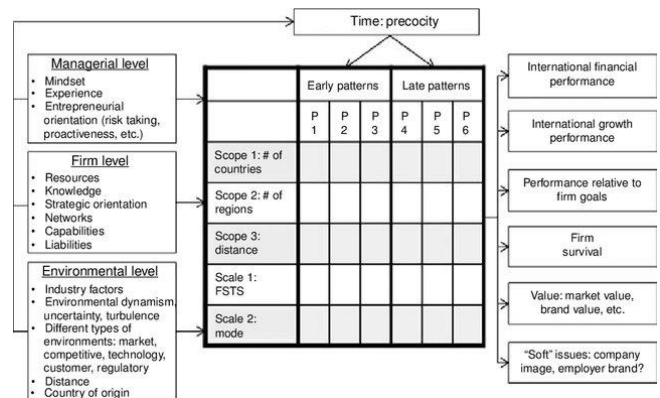
Figure 1: Internationalization of SME in Technology Business Incubator

IV. INTERNATIONALIZATION OF SME WITHIN BUSINESS INCUBATORS

The international diversity and liberalization in entry mode are the significant means of growth in startup firm's globalization. With the advanced technological skills, knowledge-driven business process would enable the SME to perform their operations abundantly in the foreign market. Thus, managers need to improve and develop skills through effective integration of learning, it will become their natural resource to expand internationally. These actions are greatly associated with more profit and growth of the organization [28]. Moreover, the possibilities of using Incubation center infrastructures and network will considerably reduce the risk of internationalization of SME. In addition, Business Incubation networks is having the capacity to build a channel

for international market and to assist the firm to do business across borders through overseas exhibition and similar business tie-up [29]. For SMEs, effectuation and the network relationship formed by the entrepreneur influence the internationalization decision to enter into the foreign market where the firm have the possibility to expand their business. [30] Have identified that the process of internationalization is achieved with an entrepreneur's open mind to seek opportunities in the foreign market and moreover by creating partnerships through network relations will induce them to expand their business. Internationalization of SME within business incubator can be measured under managerial level, firm level and environment level and the outcome can be measured with firm's financial performance and development of firm's survival and market value. Further, the researcher has to develop the framework for the business incubator with respect to their pattern like country, region, distance, etc. to measure the performance of business internationally.

V. REVIEW OF INTERNATIONALIZATION OF SME



This section summarizes the empirical review emphasis on empirical studies which focused on the international process of small and medium enterprises. About 11 studies have been listed represents various factors influencing the firm for international business. The factors identified by the empirical review are mostly similar to the internationalization model represented in Figure 2, includes internationalization patterns, antecedents and outcomes. The mentioned antecedents in the model covering all the three levels of internalizations from managerial, firm and environmental issues. While tabular representation captures the highlights of determinants towards internationalization with the empirical studies listed in this paper. The Table1 Appendix below covers the author of the study along with the name of the journal it was published, the objectives or research questions, methodology through which the study carried forward, definition of sample size, antecedents with number of items and finally the major findings

Figure 2: Model of internationalization patterns, antecedents, and outcomes, Source: [31]

Note: Figure 1 is simplified and thus does not include possible reciprocal relationships between antecedents, or the direct effects of antecedents on outcome variables.

A) Summary of Review

The empirical review focused on the significance of internationalization of SMEs in the early stage of business. The common denominator for the reviewed article indicates the influencing factors towards firm internationalization effects in positive or negative relationship. Innovation, R&D, firm/market characteristics, entrepreneurial orientation, network competence, culture, knowledge and environmental changes are the most used determinants to find out the significance of internalization of firms. Whereas distance, technology, competitive, hostility and politicization are the less used factors of those empirical studies reviewed. The findings of the review show that out of 11 studies four studies focused on entrepreneurial orientation toward international business and have a positive effect on SME performance. One of the study identified that firm export performance isn't affected by the geographic scope of internationalization. Likewise, most of the study found that firm level and environmental level factors are directly proportional to the international performance of the firm. Specifically, with the review, it is found that knowledge about foreign contradicts with the early internationalization process of SME but this evidence is not so vitiated the arguments of firm international performance. Also the review shows that internationalization is beneficial for the firm survival in terms of growth and sustainability. Indeed, the evidence for the SME is recognized so that it could be definitely beneficial for the incubated firms too. Hence, there is a need to study incubated firms with antecedents of international business performance which might be one of the important factor to determine the success of business incubator and the survival of incubated firms.

VI. CONCLUSION AND RECOMMENDATION

Our study revealed the history and development of Business Incubation process in technology and innovation based entrepreneurship development in India. Furthermore, the role of DST and other boards operating under various schemes to promote new firms formation and enhancement have been presented in general. Which is followed by the description of the basic underlying concepts of incubation and the progression of incubator-incubate relationship about thirty years in his developing nation. Moreover, from the literature review, our study identified that most of the studies have concentrated on measuring the success of incubator from the view of incubator considering the services provided by the incubators whereas internationalization of incubated SME is not addressed effectively hence the study explains comprehensively the need, importance and implementation of it. This study made an effort to provide additional information for business incubation researches about the importance of introducing the internationalization concept into incubated firms. In the dynamic market environment, sustainability and resource consistency are the challenging issues, even for the well-established firms, to overcome cross border trading will be the right solution for the problem is sufficiently addressed in this empirical review. Evidence shows that firm's survival is increased with international business. Accordingly, with the review of business incubation, we are able to know how the

government and other parties are involved in this process to develop technology and innovation based entrepreneurship generation and survival. Then, most of the studies conducted to measure the success of incubator in terms of various other factors discussed in this study except the concept of globalization. To our knowledge this is the first study intentionally reviewed according to this dimension. Further, this paper has sufficiently addressed the question raised by this study. Obviously, the review supports the ability of the incubator in supporting tenants to reach their goal globally, subsequently they are tools for promoting new venture creation, development, growth and survival. Indeed, it is visible if they are strong enough to create a network for trade domestically they can also apply it to potential business for further extension. Further research should be explored to build framework considered more relevant factors by making use of the empirical studies conducted so far to measure the outcome variable of internationalization. The most comprehensive study will be helpful for firms to perform in these dimensions. Empirical research would definitely result with more recommendations and suggestions for entrepreneurs. Furthermore, research on technology incubators or university based incubators on cultural concerns would also benefit.

APPENDIX

Table A: Summary of internationalization of Small and Medium

Author/Journal	Research Question or Objectives	Methodology	Sample	Antecedents	Findings
Angelo et al. (2013) International Marketing Review	To identify whether the export performance of firms was due to either the influence of resources deployed by an SME or because of product innovation irrespective of export destination.	Tobi regression is used to measure the export performance within and outside the European regional market. Industry dummies, regional location, Firm size and R&D employees as control variables.	Sample of 2657 Human Resource Managers of Italian Manufacturing SMEs.	General Information (4), Labour force (3), Investment, Technological Innovation & Resource Development (2), Internationalization (2).	They found that SME export performance is not significant with geographic scope of internationalization. But product innovation had positive impact over it whereas other factors do somehow selectively.
Thanos et al. (2017) International Small Business Journal.	How does the influence of politicization during internationalization decision affect the relationship of IEO-international performance? How does international hostility enhance the effects of IEO on international performance? What degree of politicization interact with international hostility to increase the effects of IEO on international performance?	To test hypothesis hierarchical moderated regression analysis is used.	Greek International SMEs' who have employed at least 10 and no more than 250 employees, owned indigenously rather than subsidiaries of foreign firms and the international sales through exporting, joint ventures or wholly owned subsidiary modes.	International Performance(5) International Entrepreneurial Orientation(9) Politicization(3) International Hostility(3)	They found that politicization and international hostility have a strong configuration effect on IEO-international performance as well as IEO increase the International performance of firms
Javalgi et al. (2003) Journal of Service Marketing	To examine the process of internationalization from manufacturing firms to service firms by considering firm and location specific factors.	Linear Structural Equation modeling using LISREL VI to access the scales reliability and for hypothesis testing.	228 business to business service firms limited to advertising, architect/design, computer software/data, financial services, health services, contractors/engineers, securities/commodities/ investment brokers.	Firm Characteristic(1) Competitive advantage(2) Market characteristics(2) Management attitude(2) Internationalization(2)	The study identified that manager's intention towards the process of internationalization is influenced by those two antecedents.
Torkkeli et al.(2018) International marketing review	How perceived institutional environment and network capabilities influence the success of internationalization of SMEs? Is there any direct relationship between institutions and entrepreneurial outcomes?	Linear regression modelling is used to test the relationship and Sobel's test is used to measure mediating effect.	119 internationally operating SMEs	Relationship-specific network competence (RSS) (6) Cross-relational network competence (CRR) (9) Subjective international performance(7)	They found that institutional drivers and networking competence are influencing the international performance of SMEs.

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<p>Baird et al (1994) Journal of small business management</p>	<p>How does the small firm's size, age or type form little emphasis on international strategy? How does small firm get a patent and to compete on product differentiation with little emphasis on international strategy? Has their relationship existed between changes in the environment towards the development of international strategy? Is there any difference in the formal planning system of SME who is following international strategy with firms have little emphasis on international strategy?</p>	<p>Principle component factor analysis is used to identify the dimensions on firm characteristics, environmental changes, internal changes and strategic orientation. The independent variable is tested with stepwise regression.</p>	<p>Principle component factor analysis is used to identify the dimensions on firm characteristics, environmental changes, internal changes and strategic orientation. The independent variable is tested with stepwise regression.</p>	<p>Firm Characteristic(4) Environmental Changes(3) Internal changes(6) Strategic orientation(9)</p>	<p>They found exporting, foreign alliances and foreign equity is viewed as a single strategic by internationally oriented small firms.</p>
<p>Knight (2000) Journal of international marketing</p>	<p>How entrepreneurial orientation operates towards globalizing SME? Does SME with entrepreneurial orientation are more likely than non-entrepreneurial in forming and activating marketing strategy? Are firms marketing strategy is formulated in the way to enhance their performance?</p>		<p>268 manufacturers from industries are the sample for this study</p>	<p>Globalization(6) Entrepreneurial Orientation(6) Marketing leadership(3) Quality leadership(2) Production specialization(2) Technology Acquisition(2) Globalization Response(3) Internationalization Preparation(3) Performance(5)</p>	<p>They found entrepreneurial orientation, innovativeness and stressing product/process along with the proactive approach to external environment are positively associated with the development of firm.</p>
<p>Basic et al (2016) Conference - New Governance for value creation</p>	<p>What is the effect of change in knowledge of international performance and entry mode in foreign market of small and medium-sized companies?</p>	<p>International venture is analysed using ordinary least square regression(OLS) and ANOVA</p>	<p>100 Small and medium sized firm who had less than 250 employees</p>	<p>Knowledge about foreign customers(3) Knowledge about foreign competitors(3) Knowledge about foreign distribution channels(3) Knowledge about foreign institutions(4)</p>	<p>They found that there is an indirect relationship between knowledge about foreign customers and competitors with international performance.</p>
<p>Knight & Cavusgil (2014) Journal of international business studies</p>	<p>How the innovative culture and organizational capabilities does performs in the early adoption of internationalization and its performance? What are the key capabilities of the organization that engender born-global international success? How the critical linkages does presents among various organizational capabilities with the success of internationalization of born-global?</p>	<p>Path analyses for the conceptual framework had been done using LISREL 8.</p>	<p>Sample of 203 manufacturing firm across united states.</p>	<p>International entrepreneurial orientation(12) International marketing orientation(13) Global technological competence (6) Unique products development(5) Quality focus(5) Leveraging foreign distributor competences(13) Performance in international markets(7)</p>	<p>It is identified that the company who possess technological competence, unique product development, quality focus, leveraging foreign distributor competence can success in a broad range of foreign market.</p>

Belso-Martinez 2006 Entrepreneurship and Regional Development	How does a set of factors can determine the gradual or rapid internationalization process of small and medium-sized firms?	To compare intergroup behaviour ANOVA is carried out with one factor.	SMEs in Spanish with less than 250 employees identified using Dun & Bradstreet International database.	Institutional networks(2) Clients’ networks(2) Suppliers’ networks(2) Competitors’ networks(2) Marketing differentiation of the product(2) Technological differentiation of the product(2) Global orientation of the sector and the company(5)	The research found that firms who submitted rapid internationalization process had greater integration in client network and the company has greater international orientation.
Musteen (2014) Entrepreneurship Theory and Practice	To identify how the specific properties of international networks are associated with acquisition of foreign market knowledge?	Descriptive statistics and Correlation, structural equation modeling (SEM) to test hypothesized relationships	169 small- and medium-sized enterprises in the Czech Republic	Foreign competitors(3) Foreign culture(3) Foreign political/legal environment(3) Foreign customers(3) Foreign business opportunities(3) Channels of distribution (3) Technological sophistication(3) First international venture performance(3)	The chief executive officers who had developed strong and diverse international networks prior to internationalization possess greater foreign market knowledge.
Zhou (2007) Journal of World Business	Is firm with international entrepreneurial proclivity had to develop foreign market knowledge with dynamic capability or to be built through experience and entrepreneurial behaviors?	Regression equation modelling is used to analyse the data	300 Small and medium enterprises with less than 500 employee	Proactiveness(5) Risk taking(4) Innovativeness(5) Foreign institutional knowledge(3) Foreign business knowledge(4) Internationalization knowledge(4)	The study identified that international sales or operations of firms are affected by the cultural diversity of the country.

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